

ADMINISTRATIVE-INTERNAL USE ONLY

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5 OCT 1979

MEMORANDUM FOR: Executive Committee Members

STAT FROM : [REDACTED]
Secretary, Executive Committee

SUBJECT : Minutes of Executive Committee Meeting,
26 September 1979

1. The Executive Committee met on 26 September for a briefing on DDS&T's R&D planning and management procedures. (Mr. Carlucci chaired the meeting. Mr. Stein represented Mr. McMahon; Mr. [REDACTED] represented the Office of the Comptroller; NFAC and O/EEO were not represented.) Mr. Dirks noted that Mr. [REDACTED] Chief of the S&T Planning and Resources Staff, would highlight steps being taken by DDS&T to enhance long-range R&D planning. He suggested that at a later meeting the Committee may want to consider the key issues in the FY 1982 R&D program.

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STAT 2. Mr. [REDACTED] outlined the R&D planning process, noting that the Agency was now in the midst of the planning cycle for the FY 1982 program. He explained that in August 1979 the other directorates had forwarded to DDS&T their ranked statements of FY 1982 R&D requirements. During September these requirements and Mr. Dirks' guidance were forwarded to the S&T offices. During October/November the offices will forward to their customers in the other directorates, through Mr. Dirks, their FY 1982 R&D Program plans. The customers will then rank these in December 1979 and forward them to the DDS&T, who, by January, will develop the total FY 1982 R&D program. Mr. [REDACTED] suggested that October/November 1979 would be a good time for the Executive Committee to review program issues and new initiatives. In response to Mr. Carlucci's question, Mr. Dirks said a meeting at that time would provide sufficient lead-time to make a major impact on the program.

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STAT 3. Mr. [REDACTED] explained that requirements from individual components have been fairly good, but not always uniform. The directorates' requirements have been inconsistent, but positive steps have been taken to focus on priorities. Consequently, DDS&T has not been able to develop a plan for an Agency-level R&D program. While the Agency has been able to defend individual parts of the program to OMB, defending the program as a whole has been difficult. Mr. Dirks noted that not enough funds were presently being allocated to R&D.

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controller, and others have made several recommendations to strengthen the defense of the R&D program, including developing an annual posture statement for the program, obtaining Executive Committee endorsement of the program, and providing customers a forum for input to the budget review process. Mr. Dirks noted that he thought the program was too small to warrant an annual posture statement, but agreed that a comprehensive review of the R&D program annually by the Executive Committee would be beneficial.

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5. Mr. [] outlined the steps being taken to strengthen the entire R&D program. The DDS&T is encouraging more and better strategic planning, both at the directorate and Agency levels. He noted improvements in DDA, which has instituted a staff to oversee its planning process, and in NFAC, which is striving to aggregate the requirements of its individual components. He added that continued Executive Committee interest in and endorsement of long-term planning would serve as a catalyst for continued improvements in the directorates. In keeping with recommendations made by STAP, the DDS&T intends to devote more senior management time to strategic planning by delegating some authorities downward. Both human and financial resources dedicated to the planning effort are being consolidated in some office-level staffs (e.g., OTS). Finally, senior management is paying more attention to long-range planning because of a requirement to relate near-term actions to planned long-term goals before the near-term actions are approved.

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6. Mr. [] then highlighted the following phases of the DDS&T's new internal management review process:

a. In mid-summer the DDS&T establishes long-term R&D goals (FY 1982 and beyond);

b. Mr. Dirks and the S&T office directors review activities of the preceding fiscal year to focus on problems and lessons learned;

c. the DDS&T reviews office program objectives through 1985 and associated resource implications;

d. primary attention is then focused on objectives (including those related to the DDCI's goals program), milestones, and resources for the upcoming year (i.e., FY 1980);

e. implications of the FY 1981 budget decisions for the 1980 program are reviewed;

f. significant potential FY 1982 resource allocation problems requiring DDS&T resolution are identified; and

g. the DDS&T approves the 1980 plan and charges the Planning and Resources Staff with monitoring it, identifies those activities requiring routine status reporting, and authorizes offices to execute the plan.

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7. In response to Mr. [] question, Mr. [] said that customer requirements for FY 1982 would be tied to S&T office plans during phase f. above. Mr. [] suggested that the Executive Committee should address in general terms the direction of the R&D program in the outyears so that the DDS&T could concentrate its efforts appropriately. Mr. Stein recommended that the Executive Committee should not enter the process until after the components have submitted their requirements. In response to Mr. Carlucci's question, Mr. [] explained the linkage between the S&T R&D planning process and that of the Agency during phase f. above. Mr. Wortman commented that the process as devised gave the directorates an adequate opportunity to comment on any reprogramming of future R&D funds. Mr. [] noted that the Comptroller's meetings provided a forum for discussing reprogramming of current year funds.

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8. In response to Mr. Carlucci's question, Mr. Dirks acknowledged that ongoing R&D activities largely predetermine how the upcoming year's R&D funds will be budgeted. The option to stop these activities, however, exists. He added that with such a small program, not much margin exists. He suggested that by November the Committee could review and discuss how best to balance the FY 1982 R&D program. Mr. Carlucci adjourned the meeting.

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